

Killman Conflict Management Styles

Instructions

Choose a conflict setting in which you are sometimes or often in conflict. You should not attempt to think of yourself “in general” or in a variety of settings, but in one particular environment. A “setting” is an environment, or organization, or relationship, which has significance for you as distinct from other settings and relationships. For example, a setting might be a relationship with your spouse, which is distinct from your relationship with your children; it might be your relationship with your co-workers or with your boss; it might be your relationships on a church or a particular community board. We have found people tend to get different scores as they think of themselves in each setting. So, if you want to reflect on your conflict behavior at work, and you have filled out this instrument using your understanding of yourself at home, you’ll need to do it a second time to discover whether you read yourself differently in the two environments.

It is not a good idea to choose one particular conflict that may have occurred in a setting. Rather, let yourself be reminded of several conflicts that may have occurred in that setting. Moreover, don’t choose the worst conflicts that you may have experienced in this setting. Try to reflect on yourself in the usual and regular situations that you get into, as well as those, which may have been particularly difficult or easy.

Answer each question with a response that is as close as it can be to how you usually respond in this conflict setting. Each question contains a pair of statements describing possible behavior responses. For each pair, circle the A or B statement, which is most characteristic of your own behavior. In many cases, neither A nor B may be very typical of your behavior, nonetheless, please select the response which you would be more likely to give.

Killman Questionnaire

1. a. Using logic, I try to convince the other of the value of my position.
 b. I use whatever authority I have to convince the other of my position.
2. a. I let the other take responsibility for solving the problem.
 b. I seek the other's help in working out a solution.
3. a. I try to find a compromise solution.
 b. I actively listen to the other.
4. a. I make an effort to get my way.
 b. I will make an effort to go along with what the other wants.
5. a. I don't let others abuse my rights
 b. I show empathy about his/her plight.
6. a. I try to surface all of his/her concerns.
 b. If I give up something, I expect the other to give up something.
7. a. I press my argument to get points made.
 b. I attempt to work on all concerns and issues in the open.
8. a. I assert my rights
 b. I will give up some points in exchange for others.
9. a. I might try to soothe the other's feelings to preserve our relationship.
 b. I encourage the other to act for himself/herself.
10. a. I tell him/her my ideas.
 b. I propose a middle ground.
11. a. I remind the other I am an authority on the subject we are dealing with.
 b. In order to keep the peace, I might sacrifice my own wishes for those of the other.
12. a. I invite the other to join with me to deal with the differences between us.
 b. I assume that giving advice creates dependence on me.
13. a. I try to show him/her the logic of my position.
 b. I usually repeat back or paraphrase what the other has said.
14. a. I use the constitution or policy manual as a backup for my position.
 b. I encourage the other to endure the conflict until a decision is reached.

15.
 - a. I try to do what is necessary to avoid useless tensions.
 - b. If it makes the other happy, I might let him/her retain some of his/her views.
16.
 - a. I subtly threaten our relationship if I do not get my way.
 - b. I am firm in pursuing my argument.
17.
 - a. I am concerned with satisfying all our wishes.
 - b. I try to avoid unpleasantness for myself.
18.
 - a. I don't try to persuade another about what should be done. I help him/her find his/her way.
 - b. I try to find a fair combination of gains and losses for both of us.
19.
 - a. I try to postpone the issue until a later time.
 - b. I try to show the logic and benefits of my position.
20.
 - a. I am non-judgmental about what the other says or does.
 - b. I call in an authority who will support me.
21.
 - a. I try to find an intermediate position.
 - b. I usually seek the other's help in working out a solution.
22.
 - a. I tell the other about the problem so we can work it out.
 - b. I propose a solution to our problems.
23.
 - a. I usually ask for more than I expect to get.
 - b. I offer rewards so the other will comply with my point of view.
24.
 - a. I try not to give advice, only to help the other find his/her own way.
 - b. Differences are not always worth worrying about.
25.
 - a. I calculate about how to get as much as I can, knowing I won't get everything.
 - b. I try to gain the other's trust in order to get him/her on my side.
26.
 - a. I sometimes avoid taking a position which would create unpleasantness.
 - b. I pout or withdraw when I don't get my way.
27.
 - a. I help the other take care of his/her own problems.
 - b. When someone avoids conflict with me, I invite him/her to work it out with me.
28.
 - a. I try to put as little of myself forward as possible, attempting to utilize the strengths of the other.
 - b. I point out the faults in the other's argument.

- 29.
 - a. When someone threatens me, I assume we have a problem and invite him/her to work it out with me.
 - b. When I am right, I don't argue much; I just state my position and stand firm.
- 30.
 - a. I will give in a little so everybody gets something he/she wants.
 - b. I try not to hurt the other's feelings.
- 31.
 - a. I carefully prepare my case before joining the argument.
 - b. I admonish the other to do as I say.
- 32.
 - a. I try to be considerate of the other's wishes.
 - b. If we are at a loss as to work an issue through, we ask for a third party.
- 33.
 - a. In order to succeed, one needs to be flexible.
 - b. In a conflict, one should focus on fact-finding.
- 34.
 - a. I evaluate the positives and negatives of the other's argument.
 - b. If the other's position is important to him/her, I would try to meet those wishes.
- 35.
 - a. It is more important to be right than to be friendly.
 - b. I try to help the other feel courage and power to manage his/her own problems.
- 36.
 - a. I assume that in a conflict we will all be able to come out winners.
 - b. I assume conflict management is the art of attaining the possible.
- 37.
 - a. When opposed, I can usually come up with a counter argument.
 - b. I assume we can work a conflict through.
- 38.
 - a. I clearly prescribe my goals and expectations.
 - b. In a conflict, everybody should come out with something though not Everything expected.
- 39.
 - a. I prefer to postpone unpleasant situations.
 - b. I support the other in trying to find her/her way.
- 40.
 - a. I defend my ideas energetically.
 - b. I only share that which is helpful to my case.
- 41.
 - a. I let others know whether my requirements are being met.
 - b. I try not to hurt the other's feelings.

- 42. a. I attempt to find places for mutual gain.
 b. I sympathize with the other's difficulties, but don't take responsibility for them.
- 43. a. I put together a logical argument.
 b. I express a lot of caring toward the other.
- 44. a. If it is important, I will put pressure on the other to get what is needed.
 b. I join with the other to gather data about our problems.
- 45. a. I assume relationships are more important than issues.
 b. I assume that each of us must give up something for the good of the whole.

DO NOT READ THE FOLLOWING PAGE UNTIL YOU HAVE COMPLETED THE QUESTIONNAIRE.

SCORING PROFILE FOR KILLMAN QUESTIONNAIRE

Circle the letters below that correspond with those you circled in the questionnaire.

	PERSUADE	COMPEL	AVOID	COLLABORATE	NEGOTIATE	SUPPORT
1.	A	B				
2.			A	B		
3.					A	B
4.	A		B			
5.		A				B
6.				A	B	
7.	A			B		
8.		A			B	
9.			A			B
10.	A				B	
11.		A	B			
12.				A		B
13.	A					B
14.		A		A		
15.			A		B	
16.	B	A				
17.			B	A		
18.					B	A
19.	B		A			
20.		B				A
21.				B	A	
22.	B			A		
23.		B			A	
24.			B			A
25.	B				A	
26.		B	A			
27.	B					A
28.	B					A
29.		B		A		
30.			B		A	
31.	A	B				
32.			A	B		
33.					A	B
34.	A		B			
35.		A				B
36.				A	B	
37.	A			B		
38.		A			B	
39.			A			B
40.	A				B	
41.		A	B			
42.				A		B
43.	A					B
44.		A		B		
45.			A		B	

Total the number of items circled in each column

--	--	--	--	--	--